# Herzberg's two factor theory essay

Herzberg's Two Factor Theory Melanie Bannister Abstract: This paper discusses the Herzberg theories of motivation also known as the two factor theory, or motivator-hygiene theory. Intending to discuss how the theory was developed, how reliable it is in the work place today, and if it plays a role in the motivation of people in the workforce. Introduction Frederick Herzberg developed his theory after Maslow's theory of a need hierarchy. It seems parallel to Maslow's in that Herzberg's states that individuals strive to attain higher psychological needs.

Individuals seek recognition, responsibility, and the nature of the work itself rather than take a safer more comfortable job that does nothing for their psyche. There is a difference in Maslow and Herzberg's theories with that being that in Herzberg's theory the motivator and the hygiene do not both need to be present for a person to be satisfied in their job (Garner, 1977). The Herzberg theory is in two parts, the first part being the factors that contribute to job satisfaction and rarely to job dissatisfaction also called motivators.

The second set of factors being hygiene's which contribute to job dissatisfaction more frequently than to job satisfaction. Hygiene factors that lead to dissatisfaction are company policy, supervisors, work conditions, salary, relationship with boss, and relationship with co-workers. The factors that lead to dissatisfaction are all external factors and have nothing to do with the job itself. Motivating factors that lead to satisfaction are achievement, responsibility, growth, recognition, work itself, and advancement.

These motivating factors all come from within a human being and are internal factors (Personnel Psychology, 1973). Herzberg's two factor theory could also resemble intrinsic and extrinsic motivation. It would show intrinsic (motivators) factors that cause a person to be satisfied with their job and it shows extrinsic (hygiene) factors that cause a person to work harder for short periods of time in order to accomplish something at hand. Herzberg stated that job enrichment is required for intrinsic motivation and that managers should try to provide intrinsic motivations for employees.

The job should have enough challenge to stimulate the employee and utilize the employee's full potential. While there has been some support for Herzberg's thesis, many studies refute predictions based on his theory. Needs for salary, recognition, and responsibility, for example, have been shown to operate both as motivators and as hygiene factors. Research on gain sharing programs and linking employee's salaries to organizational and productive goals is gaining favor as a motivational tool.

The real key to motivating people is achievement, recognition for that achievement, the work itself, responsibility, and the opportunity for growth or advancement (Bowditch ; Buono 2005). The best type of situation at a job following Herzberg's motivational theory would be if there was high hygiene and high motivation this would produce few complaints from employees and increased motivation by employees. When there is high hygiene and low motivation the job is perceived as a paycheck, low hygiene and high motivation results in lots of complaints, job is exciting, work conditions are terrible.

When there is low hygiene and low motivation factors there is lots of complaints and the situation is worse, turnover is large (12manage). Herzberg's (1966) Dual Factor Theory of Job Satisfaction has been applied often to nursing research studies, even though it was originally based on a study of accountants and engineers. Within the nursing profession the intrinsic aspects are the work itself, time spent in direct patient care, the challenge and the accomplishment. The job dissatisfies are the extrinsic factors such as compensation, administrative restraints, and lack of promotion (AANP, 2009).

When looking at the Herzberg's two factor theory and applying them to the nursing home workplace there are many people that perceive the job as a paycheck, which is when there is high hygiene and low motivation, they are more extrinsically motivated than intrinsically motivated. I have been questioning my co-workers as to why they choose to be a certified nursing assistant; some say to help people while most say it is because of the higher rate of pay than most jobs in the area. Even some are in school to become nurses and so working as a CNA is one way for them to use the knowledge they are gaining on a daily basis.

In the nursing home setting there are many workers that are only there for the paycheck. These can be spotted almost immediately because they lack the people skills to interact with the patients and they leave things undone that could be detrimental to the patient. Working in a facility that uses extrinsic motivation most does not build morale within employees. It has a high turnover rate, and unhappy employees. There needs to be

improvements within the facility giving long term CNA's the chance to become trainers for the new hires that come into the facility.

This would give the long-term employees a feeling of responsibility and accomplishment in their job. Giving employees the feeling of being heard and respected would do much for improving the morale. These minor improvements could bring about major changes in the morale of the employees. It could improve the conditions that patients are treated because better employee morale translates into better care for the patients, Everything that involves the worker also involves the patient.

It is hard for nursing workers to step outside of themselves and not be affected by their surroundings, just as it is hard for patients to not be affected by what is going on around them. When nursing homes attract good help and encourage their help to better themselves they find they have less turnover rate and higher customer satisfaction. Management in the nursing home profession must work hard to keep employees intrinsically motivated rather than just extrinsically motivating them.

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